3750 The Cast That Stopped Surfacing What They See

People Book · https://kb.jeffreysummers.com/docs/3750-the-cast-that-stopped-surfacing-what-they-see/

The cast knows things the operator doesn't.

They know which tables are consistently difficult and why. They know which menu items produce complaints that never get reported. They know which cast members are struggling before it shows in their performance numbers. They know which vendor deliveries have been quietly substandard. They know where the standard is being held and where it is being performed.

They are not telling the operator any of it.

Not because they don't care. Because [Activity Crowding] combined with [Social Friction] has produced a building where surfacing observations feels more expensive than staying quiet. The cast is always executing. The operator is always moving. There is no structural space for the cast to say "here is what I'm seeing" — and even if there were, the history of what happens when cast members surface problems has taught them whether that space is safe to use.

The People learning discipline is building the mechanism. The post-shift question that is genuine, not rhetorical. The one-on-one that asks "what are you seeing that I should know about?" and then listens without defending. The pre-shift that surfaces one observation from last shift before covering tonight's focus. The cast member who is asked the right question in the right environment will answer it. The cast member who has never been asked — or has been asked and then watched what happened to the person who answered honestly — has already made the calculation.

The operator who wants the cast's intelligence has to design the conditions that make sharing it cheaper than withholding it.